



# **Employee & Labor Relations**



# Main Agenda

- Main introduction
- Expectations
- Main Objectives of the module
- Main Topics
- Road map
- Methodology
- References
- Rules



# Main Introduction

The responsibility of **Employee and Labor Relations (ELR)** function is to sustain effective employment relationships *(in both union and non-union environments)*.

The more this business-relationship *(ELR)* is maintained healthy the more employees perform at higher levels which eventually impacts the organization strategic targets.

# Let's Know One Another

- Name:
- Occupation:
- Industry/business sector:
- Years of experience:

# Expectations

?



# Main Objectives

In 6 weeks ( $5 + 1$ ), by the end of this module, participants will be able to :

- Develop and implement ELR activities in compliance with laws and regulations
- Assess organizational climate
- Establish workplace policies & procedures
- Develop, administer and evaluate grievance and dispute resolution procedures



# Main Topics

1. Laws affecting ELR
2. ELR and organizational culture
3. Employee-involvement strategies
4. Measuring employee attitudes
5. Policies, procedures and work rules
6. Discipline and complaint resolution
7. Collective bargaining
8. Safety and health



# Road Map

<b>Session 1</b>	<b>Main Introduction</b>
	1. Laws Affecting ELR
<b>Session 2</b>	2. ELR and Organizational Culture
	3. Employee-Involvement Strategies
<b>Session 3</b>	4. Measuring Employee Attitudes
	5. Policies, Procedures and Work Rules
<b>Session 4</b>	6. Discipline and Complaint Resolution
	7. Collective bargaining
<b>Session 5</b>	8. Safety and Health
	Final Revision





# Methodology

- Research based learning
- Interactive instructor led sessions
- Transfer of knowledge techniques:
  - Presentations
  - Case study
  - Reading
  - Discussions
  - Knowledge sharing
  - Exercises



# Methodology (cont.)

Participants post module evaluation will be based on:

25% Assignments

75% Final Exam

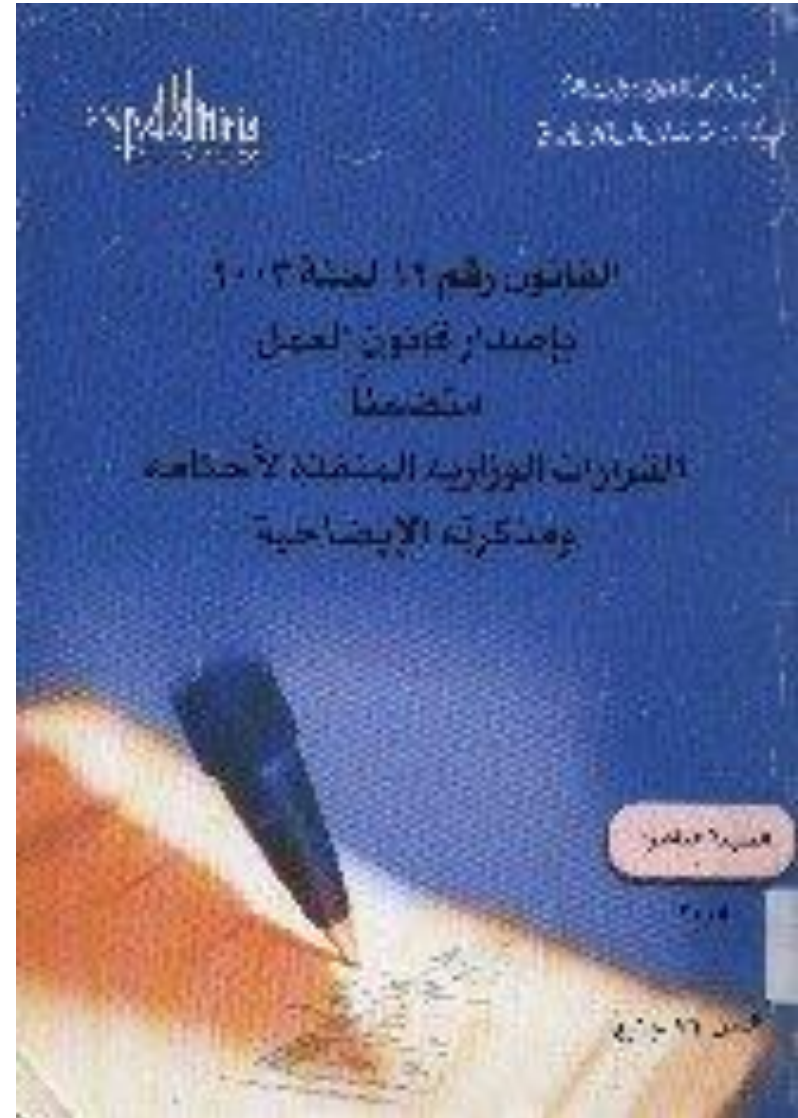
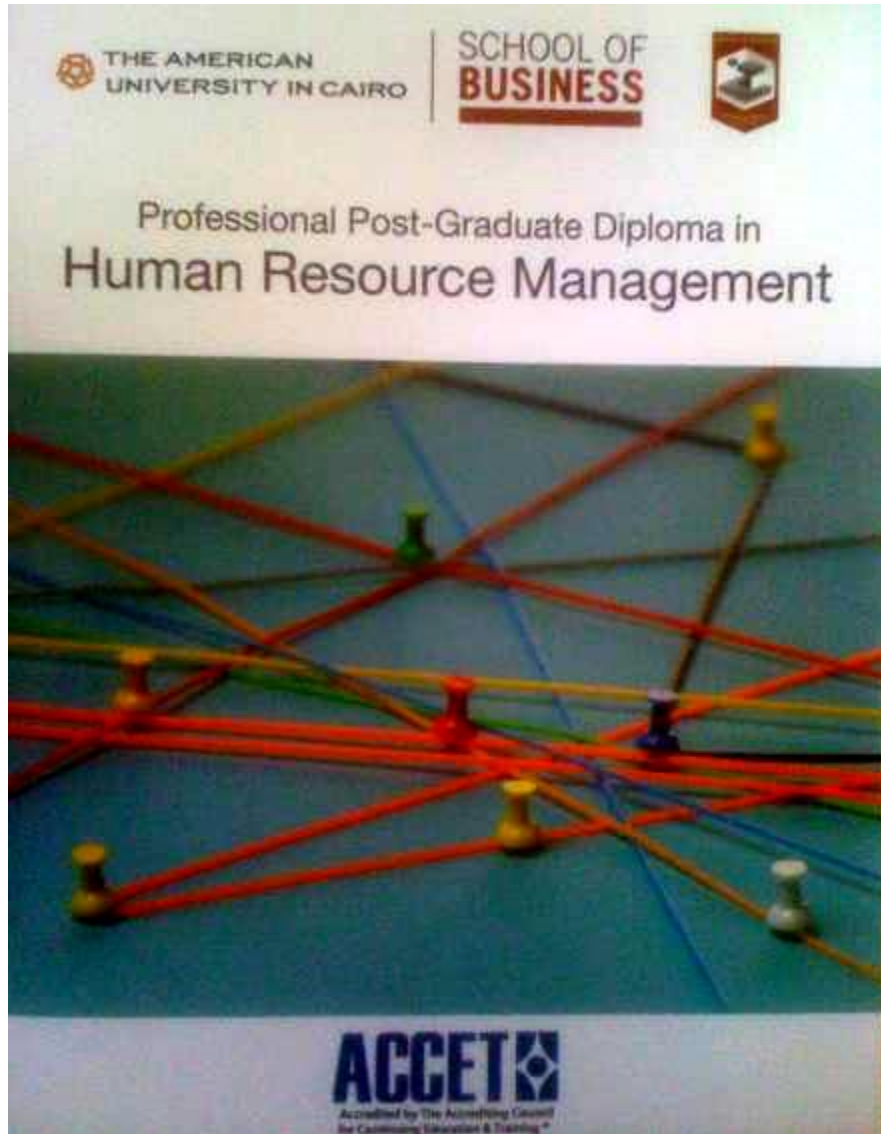
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100% Total

<b>Excellent</b>	<b>A</b>	92% and above
	<b>A -</b>	88% - 91%
<b>V. Good</b>	<b>B+</b>	85% - 87%
	<b>B</b>	80% - 84%
<b>Good</b>	<b>B-</b>	77% - 79%
	<b>C+</b>	75% - 76%
<b>Pass</b>	<b>C</b>	70% - 74%
<b>Fail</b>	<b>F</b>	< 70%



# References





# Rules

- Don't assume
- A bad question is the one you never asked
- Connect learning to real situations
- Submit your assignments on due dates
- Attendance
- Others (*mobile, smoking, breaks, ..etc*)

Note:

*It is highly recommended to read the topics before each session*



# End of Main Introduction



# **Employee & Labor Relations**

## **1. Laws Affecting ELR**



# Road Map

<b>Session 1</b>	Main Introduction
	1. Laws Affecting ELR
	2. ELR & Organizational Culture
Session 2	3. Employee-Involvement Strategies
	4. Measuring Employee Attitudes
Session 3	5. Policies, Procedures and Work Rules
	6. Discipline and Complaint Resolution
Session 4	7. Collective bargaining
	8. Safety and Health
Session 5	Final Revision



# Objectives

By the end of this topic, participants will be able to:

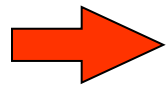
- Define the laws affecting the employee and labor relations
- Check all ELR activities for compliance to laws





# Topics

## 1. Laws affecting ELR




1.1 Egyptian Labor Law No. 12 of 2003

1.2 Trade Unions Law No. 35 of 1976



# 1. Laws Affecting ELR

## 1.1 Egyptian Labor or Act No. 12 of 2003

Employment relations in Egypt are regulated by Labor Law No. 12 of 2003. 

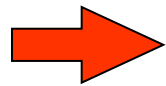
- |  |                               |
|--|-------------------------------|
| ■ تنظيم العمل                              | ■ قانون رقم 12 لسنة 2003      |
| ■ ساعات العمل وفترات الراحة                | ■ التعاريف                    |
| ■ تشغيل النساء                             | ■ أحكام عامة                  |
| ■ تشغيل الأطفال                            | ■ التشغيل                     |
| ■ انقضاء علاقة العمل                       | ■ تنظيم عمل الأجانب           |
| ■ التوجيه والتدريب المهني                  | ■ عقد العمل الفردي            |
| ■ علاقات العمل الجماعية                    | ■ الأجور                      |
| ■ السلامة والصحة المهنية وتأمين بيئة العمل | ■ الأجازات                    |
| ■ تفتيش العمل والضبطية القضائية والعقوبات  | ■ واجبات العمال               |
| ■ قرارات الوزير                            | ■ التحقيق مع العمال ومساءلتهم |



# Topics

## 1. Laws affecting ELR

1.1 Egyptian Labor Law No. 12 of 2003



1.2 Trade Unions Law No. 35 of 1976



# 1. Laws Affecting ELR

## 1.2 Trade Union Act No. 12 of 1995

- Specific provisions protecting trade union representatives against dismissal are contained in Trade Unions Law No. 35 of 1976 (amended by Trade Unions Law No. 12 of 1995).





# End of Laws Affecting ELR



# **Employee & Labor Relations**

## **2. ELR & Organizational Culture**



# Road Map

<b>Session 1</b>	Main Introduction
	1. Laws Affecting ELR
	<b>2. ELR &amp; Organizational Culture</b>
Session 2	3. Employee-Involvement Strategies
	4. Measuring Employee Attitudes
Session 3	5. Policies, Procedures and Work Rules
	6. Discipline and Complaint Resolution
Session 4	7. Collective bargaining
	8. Safety and Health
Session 5	Final Revision



# Objectives

By the end of this topic, participants will be able to:

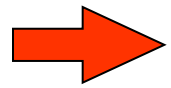
- Assess and develop employee-friendly workplace
- Define the role of the HR in developing positive employee relations





# Topics

## 2. ELR and organizational culture



2.1 Why employee-friendly workplace?

2.2 Importance of positive Organizational culture

2.3 HR's role in developing positive ELR



## 2. ELR & Organizational Culture

### 2.1 Why Employee-Friendly Workplace?

An organization's strategic plan is usually advanced by creating an environment that promotes positive relations between employees and management.

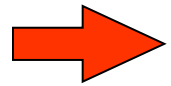
This is accomplished by balancing the needs of employees with those of the organization which eventually results in greater employee engagement, productivity and creativity.



# Topics

## 2. ELR and organizational culture

2.1 Why employee-friendly workplace?



2.2 Importance of positive Organizational culture

2.3 HR's role in developing positive ELR



## 2. ELR & Organizational Culture

### 2.2 Importance of Positive Organizational Culture

Why does one company offer employees flextime and family benefits and another one does not?

**C U L T U R E**



## 2. ELR & Organizational Culture

### 2.2 Importance of positive Organizational culture (cont.)

The “100 Best” companies to work for consistently report that they are able to maintain a competitive edge because of CULTURE.

And by culture they mean more than just good benefits, they offer a work environment that demonstrates the employees are treated and respected as adults.

*(Fortune magazine)*



## 2. ELR & Organizational Culture

### 2.2 Importance of positive Organizational culture (cont.)

Creating a positive culture is not a simple matter, it begins with management attitudes towards employees.

Once developed, it gives an edge when recruiting, retaining and motivating employees.



## 2. ELR & Organizational Culture

### 2.2 Importance of positive Organizational culture (cont.)

#### **Example: Google Culture**

It's really the people that make Google the kind of company it is. We hire people who are smart and determined, and we favor ability over experience. Although Googlers share common goals and visions for the company, we hail from all walks of life and speak dozens of languages, reflecting the global audience that we serve. And when not at work, Googlers pursue interests ranging from cycling to beekeeping, from frisbee to foxtrot.

We strive to maintain the open culture often associated with startups, in which everyone is a hands-on contributor and feels comfortable sharing ideas and opinions. In our weekly all-hands ("TGIF") meetings—not to mention over email or in the cafe—Googlers ask questions directly to Larry, Sergey and other execs about any number of company issues. Our offices and cafes are designed to encourage interactions between Googlers within and across teams, and to spark conversation about work as well as play.

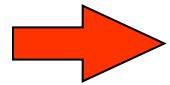


# Topics

## 2. ELR and organizational culture

2.1 Why employee-friendly workplace?

2.2 Importance of positive Organizational culture



2.3 HR's role in developing positive ELR





## 2. ELR & Organizational Culture

### 2.3 HR's Role in Developing Positive ELR

HR professionals must work for the fair treatment of employees and should partner with and train management in fairness issues.

Maintaining and improving employees' morale can be achieved by resolving their problems, treating them with respect and dignity.



## 2. ELR & Organizational Culture

### 2.3 HR's Role in Developing Positive ELR (cont.)

How to create positive employee relations:

- Consistent fair treatment of employees
- Access to career growth opportunities
- Balanced promotion decisions *(based on job knowledge, experience, seniority, performance, skills, qualifications)*
- Feedback mechanism *(attitude & climate surveys)*
- Open door policy
- Department/unit communication meetings



## 2. ELR & Organizational Culture

### 2.3 HR's Role in Developing Positive ELR (cont.)

- Employee participation committees
- Problem solving procedures
- Counseling
- Compensation and benefit programs
- Rewards and recognition
- Performance appraisal
- Management and supervisor training



# Summary

## 2. ELR and organizational culture

### 2.1 Why employee-friendly workplace?

By balancing the needs of employees with those of the organization. It results in greater employee engagement, productivity and creativity.

### 2.2 Importance of positive Organizational culture

Culture is an influential factor when recruiting and retaining employees.

### 2.3 HR's role in developing positive ELR

Fair treatment of employees, train management in fairness issues, maintain and/or improve employee morale, resolve employee problems, believe in treating everyone with respect and dignity



# End of

## ELR & Organizational Culture



# Thank You

## End of Session 1



# **Employee & Labor Relations**

## **3. Employee-Involvement Strategies**



# Road Map

Session 1	Main Introduction
	1. Laws Affecting ELR
	2. ELR & Organizational Culture
Session 2	<b>3. Employee-Involvement Strategies</b>
	4. Measuring Employee Attitudes
Session 3	5. Policies, Procedures and Work Rules
	6. Discipline and Complaint Resolution
Session 4	7. Collective bargaining
	8. Safety and Health
Session 5	Final Revision





# Objectives

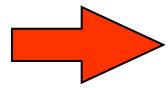
By the end of this topic, participants will be able to:

- Develop and implement employ-involvement strategies



# Topics

## 3. Employee-Involvement Strategies



3.1 Introduction to employee involvement

3.2 The role of HR in employee involvement

3.3 Employee involvement strategies



# 3. Employee-Involvement Strategies

## 3.1 Introduction to Employee Involvement

**Empowerment** (*also know as Employee-Involvement*) is defined as giving employees the freedom and responsibility to make job-related decisions.

Empowered employees contribute more to the achievements and long-term health of an organization.

In general, employees who do the job usually know the work best (*even better than the management*).



# 3. Employee-Involvement Strategies

## 3.1 Introduction to Employee Involvement (cont.)

Given the right reason and opportunity, they can contribute in improving quality and productivity.

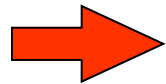
In brief, empowerment (*employee involvement*) is a win/win motivational technique used to enhance the quality of decision making while satisfying employee needs for job involvement.



# Topics

## 3. Employee-Involvement Strategies

3.1 Introduction to employee involvement



3.2 The role of HR in employee involvement

3.3 Employee involvement strategies



# 3. Employee-Involvement Strategies

## 3.2 The Role of HR in Employee Involvement

It is the HR responsibility to develop, adopt, maintain and implement employee involvement strategies and programs.

To ensure success of employee involvement strategies, it is critical that the company goals are communicated clearly to employees.

HR plays a critical role with this respect.

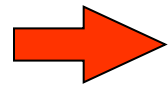


# Topics

## 3. Employee-Involvement Strategies

3.1 Introduction to employee involvement

3.2 The role of HR in employee involvement



3.3 Employee involvement strategies



# 3. Employee-Involvement Strategies

## 3.3 Employee Involvement Strategies

Employee involvement is usually accomplished through strategies such as:

1. Job design and redesign
2. Alternate work schedules
3. Teams
4. Employee suggestion systems





# 3. Employee-Involvement Strategies

## 3.3 Employee Involvement Strategies (cont.)

### 1. **Job design** and redesign

Employees will be more satisfied & motivated to work if jobs are designed taking in consideration the following characteristics:

- Skill variety
- Task identity and significance
- Autonomy
- Feedback



# 3. Employee-Involvement Strategies

## 3.3 Employee Involvement Strategies (cont.)

### 1. Job design and redesign (cont.)

- **Job enlargement** *(it refers to broadening the scope of a job by expanding the number of different tasks to be performed; essentially, adding more similar operations to a job)*
- **Job rotation** *(it refers to shifting people between comparable but different jobs)*
- **Job enrichment** *(it refers to increasing the depth of a job by adding responsibilities for planning, organizing, controlling and evaluating)*



# 3. Employee-Involvement Strategies

## 3.3 Employee Involvement Strategies (cont.)

### 2. Alternate work schedules

- **Flextime** (*fixed number of working hours, different start time*)
- **Compressed workweeks** (*maintaining the same working hours per week in fewer worked days.*)
- **Regular part-time**
- **Job sharing** (*two part-time share one full time job*)
- **Phased retirement** (*reducing gradually the working hours before fully retiring*)
- **Telecommuting** (*working remotely, example from home*)



# 3. Employee-Involvement Strategies

## 3.3 Employee Involvement Strategies (cont.)

### 3. Teams

Type of Team	Description	Key Characteristics	Example
Committee	A group of people and resources who come together for the accomplishment of a specific organizational objective	<ul style="list-style-type: none"> <li>Has an ongoing charter</li> <li>Cross-functional</li> <li>Made up of volunteers</li> <li>Committee endures, members change</li> <li>Responsibilities are above and beyond regular jobs</li> </ul>	A safety committee charged with ongoing organizational safety, overseeing a safety tip line and awarding incentives
Project team	A group of people who come together for a specific project	<ul style="list-style-type: none"> <li>Ad hoc assignment</li> <li>Cross-functional</li> <li>Can serve a variety of purposes but intended to pursue carefully selected organizational priorities</li> <li>Responsibilities are above and beyond regular jobs</li> </ul>	A project team responsible for coordinating an organizational safety fair
Self-directed team	A group of people that works in a self-managing way	<ul style="list-style-type: none"> <li>Typically assume complete autonomy in a specific area of work</li> <li>Members typically handle job assignments, plan and schedule work, make production related decisions and take action on problems</li> <li>Participation is a permanent part of daily work</li> </ul>	A self-directed team on an assembly line that assumes responsibility for ongoing safety issues for that line
Task force	Temporary allocation of personnel and resources for the accomplishment of a specific objective, generally important, long-term strategic issues	<ul style="list-style-type: none"> <li>Ad hoc assignment</li> <li>Cross-functional</li> <li>Made up of volunteers</li> <li>Responsibilities are above and beyond regular jobs</li> <li>Can help in career development</li> </ul>	A task force charge with investigating workforce violence
Work team	A group of employees responsible for a given end product	<ul style="list-style-type: none"> <li>Has an ongoing charter</li> <li>May be organized by function or across functions</li> <li>Responsible for improving work processes over which they have direct responsibility and ownership</li> <li>Participation is a permanent part of daily work</li> </ul>	A cross-functional team responsible for implementing new environmental protection agency guidelines for the handling of a hazardous chemical in a workplace



# 3. Employee-Involvement Strategies

## 3.3 Employee Involvement Strategies (cont.)

### **4. Employee suggestion systems**

Employees know better than management how to do the work.

Suggestion systems (*when handled properly*) make employees feel part of the change process.

Management, on the other hand, gain the chance from such a system to improve the workplace or any of its processes as part of change management.



# Summary

## 3. Employee-Involvement Strategies

### 3.1 Characteristics of employee involvement

Empowerment

### 3.2 The role of HR in employee involvement

Communicate the company goals, help organizations to trust employees & implement employee-involvement strategies

### 3.3 Employee involvement strategies

Job design and redesign, alternate work schedules, teams and employee suggestion systems



# **Employee & Labor Relations**

## **4. Measuring Employee Attitudes**



# Road Map

Session 1	Main Introduction
	1. Laws Affecting ELR
	2. ELR & Organizational Culture
Session 2	3. Employee-Involvement Strategies
	<b>4. Measuring Employee Attitudes</b>
Session 3	5. Policies, Procedures and Work Rules
	6. Discipline and Complaint Resolution
Session 4	7. Collective bargaining
	8. Safety and Health
Session 5	Final Revision





# Objectives

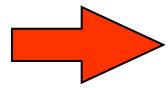
By the end of this topic, participants will be able to:

- Define the appropriate assessment method to be used to measure employee attitude
- Conduct affective employee assessment



# Topics

## 4. Measuring Employee Attitudes



4.1 Assessment methods

4.2 Results analysis and interpretation

4.3 Organizational feedback

4.4 Ways to improve employee assessment



# 4. Measuring Employee Attitudes

## 4.1 Assessment Methods (cont.)

Understanding the perceptions of employees has become of paramount importance in the workplace.

Employers must monitor employee needs, attitudes, opinions and concerns to spot any red flags in early stages.

Employee surveys and focus groups are the two primary tools widely used.



# 4. Measuring Employee Attitudes

## 4.1 Assessment Methods (cont.)

### **1. Employee surveys:**

Employee surveys categories:

- Attitude surveys

*Tend to focus on employees' level of job satisfaction*

- Opinion surveys

*Tend to measure important data on specific issues*



# 4. Measuring Employee Attitudes

## 4.1 Assessment Methods (cont.)

### Survey benefits:

- Direct means of assessing employee attitudes
- Improve employee relation by signaling to employees that their views are considered
- Increase level of employee trust if results are acted upon
- Detect early warning signs of workforce problems and or sources of conflict



# 4. Measuring Employee Attitudes

## 4.1 Assessment Methods (cont.)

### Survey topics:

- Quality of management
- Quality of work/life issues
- Employee morale and job satisfaction
- Customer focus
- Effectiveness of compensation and benefits
- Perception of HR effectiveness
- Employee development opportunities
- Organizational communication issues
- Workplace safety and health concerns



# 4. Measuring Employee Attitudes

## 4.1 Assessment Methods (cont.)

### Survey analysis

Once an employee survey is completed, results must be analyzed and findings communicated to management and employees.

Managers and employees can become easily disappointed in the survey's failure to bring improvements if the results are delayed, used improperly or ignored.



# 4. Measuring Employee Attitudes

## 4.1 Assessment Methods (cont.)

### Special considerations:

Employees should be:

- Aware of the purpose of the survey
- Guaranteed anonymity
- Given feedback on the results

Management should:

- Be ready to accept criticism
- Avoid addressing problems if not prepared





# 4. Measuring Employee Attitudes

## 4.1 Assessment Methods (cont.)

### **2. Employee focus groups:**

A focus group is a small group (*6 to 12*) invited to actively participate in a structured discussion with a facilitator (*from 1 to 3 hours*).

Focus groups are used as a follow-up to a survey.

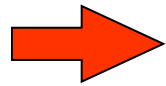
They provide an in-depth look at specific issues raised during a survey by collecting qualitative data that enriches quantitative survey results.



# Topics

## 4. Measuring Employee Attitudes

4.1 Assessment methods



4.2 Results analysis and interpretation

4.3 Organizational feedback

4.4 Ways to improve employee assessment



# 4. Measuring Employee Attitudes

## 4.2 Results Analysis & Interpretation

Reporting feedback requires looking for relationships in the data.

Statistics are useful for translating quantitative and qualitative data into understandable information.

Whatever methods are used to collect and analyze data, it is a must to interpret the findings and conclusions in a timely manner.



# 4. Measuring Employee Attitudes

## 4.2 Results Analysis & Interpretation (cont.)

Most common errors in interpreting data:

- “Rush to conclusions” syndrome
- Graphical misrepresentation
- Statistical analysis errors
- Analysis paralysis
- Manipulated results

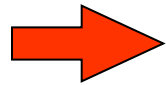


# Topics

## 4. Measuring Employee Attitudes

4.1 Assessment methods

4.2 Results analysis and interpretation



4.3 Organizational feedback

4.4 Ways to improve employee assessment



# 4. Measuring Employee Attitudes

## 4.3 Organizational Feedback

Organizational feedback is described as the systematic presentation of data to groups with intent of stimulating discussion of problem areas.

The data collected in an employee survey is said to be provide a “snapshot” of an existing situation.

The ideal end result of surveys is that changes will occur.



# 4. Measuring Employee Attitudes

## 4.3 Organizational Feedback (cont.)

Feedback should be provided to both:

- Management

Once a survey has been conducted, the results must be shared with all levels of management so the situation can be accurately understood.

- Employee

Conducting a survey without providing feedback to employees who participated can have a detrimental effect on employee attitudes.



# Topics

## 4. Measuring Employee Attitudes

4.1 Assessment methods

4.2 Results analysis and interpretation

4.3 Organizational feedback

 4.4 Ways to improve employee assessment





# 4. Measuring Employee Attitudes

## 4.4 Ways to Improve Employee Assessment

Any survey or focus group will generate information; unless they are effectively designed and properly implemented, the results will most likely be meaningless.

Ways to ensure that an employee survey or focus group is effective:

- Secure management support to ensure that results will be acted upon
- Start with clear objectives



# 4. Measuring Employee Attitudes

## 4.4 Ways to Improve Employee Assessment (cont.)

- Choose an appropriate sample
- Ensure anonymity
- Share the goal of the assessment with employees
- Don't ask if you don't want to know
- Pilot test all instruments
- Do something with the results



# Summary

## 4. Measuring Employee Attitudes

### 4.1 Assessment methods

Employee surveys and employee focus groups

### 4.2 Results analysis and interpretation

Statistics are used to translate quantitative and qualitative data into understandable information. Common errors: “Rush to conclusions”, Graphical misrepresentation, Statistical analysis errors, Analysis paralysis, Manipulated results

### 4.3 Organizational feedback

Feedback should be given to management and employees. The end result of surveys is that changes will occur

### 4.4 Ways to improve employee assessment

Management support, clear objectives, anonymity, Pilot test all instruments, Do something with the results



# End of

## Measuring Employee Attitudes



# Thank You

## End of Session 2



# **Employee & Labor Relations**

## **5. Policies, Procedures & Work Rules**



# Road Map

Session 1	Main Introduction
	1. Laws Affecting ELR
	2. ELR & Organizational Culture
Session 2	3. Employee-Involvement Strategies
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Session 3	<b>5. Policies, Procedures and Work Rules</b>
	6. Discipline and Complaint Resolution
Session 4	7. Collective bargaining
	8. Safety and Health
Session 5	Final Revision



# Objectives

By the end of this topic, participants will be able to:

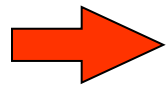
- Develop policies and procedures
- Create employee handbook





# Topics

## 5. Policies, Procedures and Work Rules



5.1 Definitions

5.2 HR responsibilities

5.3 Employee handbook



# 5. Policies, Procedures & Work Rules

## 5.1 Definitions

### **Policies:**

A policy is a broad statement that reflects an organization's philosophy, goals or standards concerning a particular set of management or employee activities.

In that respect, policies provide a basis for HR management practices and framework within which these practices are established.



# 5. Policies, Procedures & Work Rules

## 5.1 Definitions (cont.)

In large organizations, policies may be documented and assembled in an employee manual, which becomes the basis for consistent conduct.

In small organizations, policies guiding conduct are often “in mind” or are considered an unwritten code of conduct (*and usually transmitted through observations or word of mouth.*)



# 5. Policies, Procedures & Work Rules

## 5.1 Definitions (cont.)

Written or unwritten, policies are not permanent.

It is the HR responsibility to periodically review and update policies as needed.

*Note:*

*Frequent changes in policies may be indicative of management problems.*



# 5. Policies, Procedures & Work Rules

## 5.1 Definitions (cont.)

### **Procedures:**

Procedures are detailed, step-by-step descriptions of the customary methods of handling activities.

Procedures are more specific than policies.

A procedure often specifies the what, when, where and who for a given situation.





# 5. Policies, Procedures & Work Rules

## 5.1 Definitions (cont.)

### **Work rules:**

Work rules reflect management decisions regarding specific actions to be taken or avoided in a given situation.

Work rules and procedures are similar in that they are intended to guide action and leave no room for interpretation.



# 5. Policies, Procedures & Work Rules

## 5.1 Definitions (cont.)

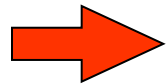
	<b>Description</b>	<b>Example</b>
<b>Policy</b>	Broad statement that reflects organization's philosophy, objectives, or standards concerning a particular set of management or employee activities.	Company XYZ may reimburse full-time regular employees for education costs for a course approved by the company. Approval will depend upon course content and relevance to the employee's current or potential positions and must be obtained prior to the commencement of a course.
<b>Procedure</b>	Detailed, step-by-step description of the customary method of handling activities.	To be reimbursed for educational expenses, employees must fill out FORM # 123. The form must be signed by the employee's immediate supervisor and forwarded to the accounting department.
<b>Work rule</b>	Reflects management decisions regarding specific actions to be take or avoided in a given situation.	Employee seeking reimbursement for educational expenses must be enrolled in an accredited institution.



# Topics

## 5. Policies, Procedures & Work Rules

5.1 Definitions



5.2 HR responsibilities

5.3 Employee handbook





# 5. Policies, Procedures & Work Rules

## 5.2 HR Responsibilities

HR does not and cannot develop all workplace policies, other departments assume the responsibility for developing their own policies.

The challenge is to link together all policies, procedures and work rules.

In most organizations, managers are the primary users and enforcers of policies, procedures and work rules.



# 5. Policies, Procedures & Work Rules

## 5.2 HR Responsibilities (cont.)

HR therefore, should provide related training for managers.

It is critical that there should be no miscommunication or misinterpretation of the policies, procedures and work rules.

Policies, procedures and work rules must be crafted so all employees can easily understand them. They also need to be communicated (verbally, written, video..etc)



# Topics

## 5. Policies, Procedures & Work Rules

5.1 Definitions

5.2 HR responsibilities

 5.3 Employee handbook



# 5. Policies, Procedures & Work Rules

## 5.3 Employee Handbook

Employee handbooks are the most popular format in communicating policies, procedures and work rules to employees.

An employee handbook is usually distributed to new employees on their first day of work.

It explains major HR policies and procedures and generally describes the employee benefits provided.





# 5. Policies, Procedures & Work Rules

## 5.3 Employee Handbook (cont.)

### Employee handbook guidelines :

- Keep it simple and current
- Distinguish between company-wide policies and job specifics
- Accommodate multilingual requirements
- Obtain evidence of receipt of the handbook
- Pay attention to the look



# Summary

## 5. Policies, Procedures & Work Rules

5.1 Definitions

5.2 HR responsibilities

5.3 Employee handbook



# End of

## Policies, Procedures & Work Rules



# **Employee & Labor Relations**

## **6. Discipline & Complaint Resolution**





# Road Map

Session 1	Main Introduction
	1. Laws Affecting ELR
	2. ELR & Organizational Culture
Session 2	3. Employee-Involvement Strategies
	4. Measuring Employee Attitudes
Session 3	5. Policies, Procedures and Work Rules
	<b>6. Discipline and Complaint Resolution</b>
Session 4	7. Collective bargaining
	8. Safety and Health
Session 5	Final Revision



# Objectives

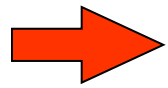
By the end of this topic, participants will be able to:

- Ensure compliance with the laws when imposing disciplinary actions on employees



# Topics

## 6. Discipline and Complaint Resolution



6.1 When Behavior Issues and Grievance Arise

6.2 Behavior Issues and Discipline Practices

6.3 Alternative Dispute Resolution



# 6. Discipline & Complaint Resolution

## 6.1 When Behavior Issues & Grievance Arise

On most days, workplaces proceed in relatively quiet productive manner.

But when behavior issues manifest and management cannot resolve it, the HR function plays a critical supportive role at these times.



# 6. Discipline & Complaint Resolution

## 6.1 When Behavior Issues & Grievance Arise (cont.)

The most common reasons for disciplinary actions are:

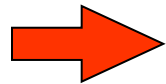
- Poor performance
- Absenteeism and tardiness
- Violation of policies and rules
- Serious misconduct



# Topics

## 6. Discipline and Complaint Resolution

6.1 When Behavior Issues and Grievance Arise



6.2 Behavior Issues and Discipline Practices

6.3 Alternative Dispute Resolution



# 6. Discipline & Complaint Resolution

## 6.2 Behavior Issues & Discipline Practices

Properly administered discipline can be effective performance improvement tool and can achieve the following outcomes:

- Transmit rules of the organization
- Set an example of appropriate behavior
- Promote fairness
- Preserve respect of the management.

Note:

*No disciplinary action can be imposed on the employee after the elapse of more than 30 days from the date of completing the investigation in the violation.*

*(Egyptian Labor Law 12/2003 Article: 59)*



# 6. Discipline & Complaint Resolution

## 6.2 Behavior Issues & Discipline Practices (cont.)

### **Disciplinary action:**

The aim of disciplinary actions is to correct undesirable conduct rather than punishing.

Preventive measures to avoid disciplinary action:

- Set clear expectations
- Have written policies, procedures & work rules
- Establish a climate of communication
- Maintain an open-door policy





# 6. Discipline & Complaint Resolution

## 6.2 Behavior Issues & Discipline Practices (cont.)

### Typical sequence of disciplinary action:

1. Warning
2. Deduction from wage
3. Deferring the due date of the annual increment for no more than 3 months
4. Depriving from part of the annual increment not exceeding its half
5. Postponing the promotion on its accrual for a period not exceeding one year
6. Reducing the wage by at most the amount of one increment
7. Demoting to a position in the lower grade directly
8. Discharging from service according to the provisions of the present law

*(Egyptian Labor Law 12/2003 Article: 60)*

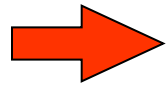


# Topics

## 6. Discipline and Complaint Resolution

6.1 When Behavior Issues and Grievance Arise

6.2 Behavior Issues and Discipline Practices



6.3 Alternative Dispute Resolution



# 6. Discipline & Complaint Resolution

## 6.3 Alternative Dispute Resolution

ADR (*Alternative Dispute Resolution*) is a term describing a number of problem-solving and grievance resolution approaches.

In general, it refers to any means of settling disputes outside the courtroom.

Typically, mediation and arbitration are the most common approaches to ADR.



# 6. Discipline & Complaint Resolution

## 6.3 Alternative Dispute Resolution

In case of labor dispute, the two parties should do their best to settle it amicably.

If not resolved within 30 days, either party may submit a request to the concerned authorities requesting:

- **Mediation** (*which results in non-binding recommendations*)

or

- **Arbitration** (*which is binding*)



# Summary

## 6. Discipline and Complaint Resolution

### 6.1 When Behavior Issues and Grievance Arise

Reasons for disciplinary: Poor performance, Absenteeism and tardiness, Violation of policies and rules, Serious misconduct

### 6.2 Behavior Issues and Discipline Practices

### 6.3 Alternative Dispute Resolution

Mediation, arbitration.



# Thank You

## End of Session 3



# **Employee & Labor Relations**

## **Session 3**

### **7. Collective Bargaining**



# Road Map

Session 1	Main Introduction
	1. Laws Affecting ELR
	2. ELR & Organizational Culture
Session 2	3. Employee-Involvement Strategies
	4. Measuring Employee Attitudes
Session 3	5. Policies, Procedures and Work Rules
	6. Discipline and Complaint Resolution
<b>Session 4</b>	<b>7. Collective bargaining</b>
	8. Safety and Health
Session 5	Final Revision





# Objectives

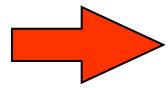
By the end of this topic, participants will be able to:

- State the collective bargaining definition
- Describe the collective labor agreements
- State the rules regulating strikes



# Topics

## 7. Collective bargaining:



7.1 Collective bargaining definition

7.2 Collective labor agreements

7.3 Strikes



# 7. Collective Bargaining

## 7.1 Definition

Trade union is a legal committee elected by workers to represent them when negotiating the employment conditions with the management.

This negotiation (**collective bargaining**) is reinforced and mandated by law.

Note:

*The union formation process is valid only in establishments hiring 50 workers or more.*



# 7. Collective Bargaining

## 7.1 Definition

In case of establishments hiring less than 50 workers, the negotiation shall be held between the employer and 5 workers elected by the concerned general trade union .

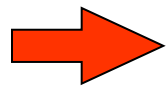
The 5 elected workers should include at least 3 among the workers of the establishment.



# Topics

## 7. Collective bargaining:

7.1 Collective bargaining definition



7.2 Collective labor agreements

7.3 Strikes



# 7. Collective Bargaining

## 7.2 Collective Labor Agreements

A collective labor agreement regulates labor conditions, terms and employment provisions and it must be signed by the trade union and the employer.

It must be drawn in Arabic and submitted within 15 days from the date of signing it to the board of the general trade union or the general federation of Egyptian trade unions.



# 7. Collective Bargaining

## 7.2 Collective Labor Agreements (cont.)

Collective agreements are valid for a period not exceeding 3 years.

The collective agreement shall be operative and binding to its parties after depositing it with the concerned administrative authority and publishing such deposition in the Egyptian Wakayeh (الوقائع)



# 7. Collective Bargaining

## 7.2 Collective Labor Agreements (cont.)

The 2 parties of the agreement must implement it with good faith and refrain from carrying out any procedures liable to impede implementing its provisions.

If the 2 parties fail to reach agreement, either one may submit the matter to the concerned administrative authority to take steps toward following mediation procedures.



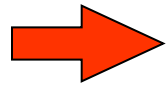


# Topics

## 7. Collective bargaining:

7.1 Collective bargaining definition

7.2 Collective labor agreements



7.3 Strikes



# 7. Collective Bargaining

## 7.3 Strikes

According to the law, workers have the right to stage peaceful strikes.

They should announce and organize the strikes through their trade union which in turn shall notify the employer and the concerned authorities *(at least 10 days before the date determined for the strike.)*

The notification must comprise the reasons for the strike and the time limit.



# 7. Collective Bargaining

## 7.3 Strikes (cont.)

By law, staging or calling for a strike is prohibited in the strategic vital establishments where interrupting the work will result in disturbing national security.



# 7. Collective Bargaining

## 7.3 Strikes (cont.)

The employer, on the other hand, has the right to close down the establishment wholly or partially or shrink its size or activity.

In applying this, the employer shall submit a request for closing down the establishment or shrinking its size or activity, to a committee to be formed for that purpose.



# 7. Collective Bargaining

## 7.3 Strikes (cont.)

The committee shall issue its decision within at most 30 days from the date the request is submitted to it.

The employer shall be prohibited to submit the request for total or partial closure of the establishment or shrinking its size or activity during the stages of mediation and arbitration.



# Summary

## 7. Collective bargaining:

### 7.1 Collective bargaining definition

The process by which management and trade union representatives negotiate the employment conditions.

### 7.2 Collective labor agreements

An agreement regulating labor conditions, terms and employment provisions.

### 7.3 Strikes



# End of Collective Bargaining



# Employee & Labor Relations

## 8. Safety and Health





# Road Map

Session 1	Main Introduction
	1. Laws Affecting ELR
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	<b>8. Safety and Health</b>
Session 5	Final Revision



# Objectives

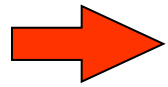
By the end of this topic, participants will be able to:

- Define the health and safety regulation stated by the law.



# Topics

## 8. Safety and Health



8.1 Licenses

8.2 Environment security

8.3 Social and Health Services

8.4 Safety and Health inspections



# 8. Safety & Health

## 8.1 Licenses

In choosing the sites of work, establishments and their branches and in granting their relevant licenses, the environment protection exigencies shall be observed according to the provisions of legislations issues in this respect.

*Egyptian Labor Law 12/2003, article 204*



## 8. Safety & Health

### 8.1 Licenses (cont.)

A central committee shall be formed at the ministry of industry and shall be concerned with the following:

1. Set the criteria and conditions for granting licenses
2. Approve taking the procedures of granting the licenses.



سجل في ٢٠٠٨ / ٣ / ٢٧

محمد +

قرار  
وزير التجارة والصناعة  
رقم ٣٦٥ لسنة ٢٠٠٨  
بخصوص الإلتزام بالمواصفات الدولية بنظم السلامة والصحة المهنية

وزير التجارة والصناعة

بعد الإطلاع على القانون رقم ٤٨ لسنة ١٩٤١ بقمع التدليس والغش وتعديلاته .  
وعلى القانون رقم ٢ لسنة ١٩٥٧ في شأن التوحيد القياسي .  
وعلى القانون رقم ٢١ لسنة ١٩٥٨ في شأن تنظيم الصناعة وتشجيعها وتعديلاته .  
وعلى القانون رقم ٤ لسنة ١٩٩٤ بإصدار قانون البيئة .  
وعلى القانون رقم ١٢ لسنة ٢٠٠٣ بإصدار قانون العمل .  
وعلى قرار رئيس الجمهورية رقم ٣٩٢ لسنة ١٩٧٩ بتنظيم الهيئة المصرية العامة للتوحيد القياسي وجودة الإنتاج .  
وعلى قرار رئيس الجمهورية رقم ٨٣ لسنة ٢٠٠٥ بتعديل مسمى الهيئة المصرية العامة للتوحيد القياسي وجودة الإنتاج ليكون مسماها الهيئة المصرية العامة للمواصفات والجودة .  
وعلى قرار رئيس الجمهورية رقم ٤٢٠ لسنة ٢٠٠٥ بتنظيم وزارة التجارة والصناعة .  
وعلى نظم السلامة والصحة المهنية أيزو ١٨٠٠١ OHSAS .  
وعلى مذكرة رئيس مجلس إدارة الهيئة المصرية العامة للمواصفات والجودة .

قرار  
(مادة أولى)

تلتزم المنشآت الصناعية وفروعها الخاضعة لأحكام القانونين رقمي ٢١ لسنة ١٩٥٨ ، ٥٥ لسنة ١٩٧٧ بتطبيق نظم السلامة والصحة المهنية أيزو ١٨٠٠١ OHSAS .

(مادة ثانية)

تقوم الهيئة المصرية العامة للمواصفات والجودة والجهات التابعة لها بتقديم المشورة الفنية لهذه المنشآت وفقاً للإجراءات المتبعة بالهيئة ، ويقوم مركز تحديث الصناعة بدعم هذه المنشآت الغير حاصلة على نظم السلامة والصحة المهنية طبقاً للنظام المتبع في دعم المنشآت الصناعية في الحصول على شهادات نظم الجودة والبيئة والسلامة .

(مادة ثالثة)

تمنح المنشآت المشار إليها في المادة الأولى مهلة قدرها سنة إعتباراً من تاريخ العمل بهذا القرار لتوفيق أوضاعها وفقاً لأحكامه .

(مادة رابعة)

ينشر هذا القرار في الوقائع المصرية ، ويعمل به إعتباراً من تاريخ نشره وعلى الجهات المختصة تنفيذه .

وزير  
التجارة والصناعة

م . رشيد محمد رشيد

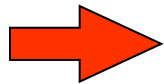




# Topics

## 8. Safety and Health

8.1 Licenses



8.2 Environment security

8.3 Social and Health Services

8.4 Safety and Health inspections



# 8. Safety & Health

## 8.2 Environment Security

### Physical risks defined by law:

- Severity and intensity of heat and chilliness
- Noise and vibration
- Lighting
- Harmful and dangerous radiations
- Atmospheric pressure changes
- Static and dynamic electricity
- Explosion risks





# 8. Safety & Health

## 8.2 Environment Security (cont.)

- Danger arising from work tools & machines
- Danger arising from construction, building or digging works
- Dealing with infected animals, their products and their wastes
- Mixing with sick people
- Chemicals
- Cancer causing materials
- Fire risk



# 8. Safety & Health

## 8.2 Environment Security (cont.)

Protection from those risks as stated by law:

- Not exceeding the highest permissible concentration of chemicals
- Providing the necessary precautions
- Keeping a register for limiting the dangerous chemical material
- Placing labels for recognizing all chemical material details.



# 8. Safety & Health

## 8.2 Environment Security (cont.)

- Training the workers in dealing with dangerous chemical materials
- Preparing an emergency plan for protection of the establishment and its workers

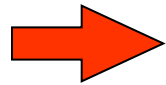


# Topics

## 8. Safety and Health

8.1 Licenses

8.2 Environment security



8.3 Social and Health Services

8.4 Safety and Health inspections



# 8. Safety & Health

## 8.3 Social and Health Services

By law employers are obliged to:

- Medically examining the workers before joining the work
- Examining the workers abilities to ascertain the workers' fitness from the physical, mental and psychological point of view.

Note:

*Examination shall be carried out according to the health insurance regulations.*



# 8. Safety & Health

## 8.3 Social and Health Services (cont.)

Procedures mandated by law:

- Daily periodical work places inspection
- Examine the sickness complaint (*to define its connection with the type of work*).
- Provide the first aid means for workers.
- Provide meals and transportation for remote area workers
- Coordinate with the health insurance authority for carrying out the periodical medical examination for all workers.



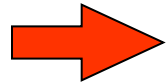
# Topics

## 8. Safety and Health

8.1 Licenses

8.2 Environment security

8.3 Social and Health Services



8.4 Safety and Health inspections



# 8. Safety & Health

## 8.4 Safety & Health Inspections

The concerned administrative authority shall undertake the following:

- Preparing a specialized agency for inspection on the establishments
- Organizing specialized training programs for enhancing the efficiency and performance level of the members of the inspection agency.
- Providing the inspection agency with measuring instruments and equipment.





## 8. Safety & Health

### 8.4 Safety & Health Inspections (cont.)

This agency members may:

- Effect certain necessary medical and laboratory examination on workers
- Take samples of the substances used or handled and might have a harmful effect on the workers
- Use equipments, instruments, cameras and others for analyzing the causes of accidents.



# 8. Safety & Health

## 8.4 Safety & Health Inspections (cont.)

- Review the emergency plan and analyze the risks of the establishment.
- Review the results of technical and administrative reports received on the kinds and causes of accidents
- Review the quantities of dangerous materials in stock



# Summary

## 8. Safety and health:

8.1 Licenses

8.2 Environment security

8.3 Social and Health Services

8.4 Safety and Health inspections



# End of Safety and Health



# Thank You

## End of Session 4



# Employee & Labor Relations

Wrap Up



# Thank You

End of  
Employee and Labor Relations